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Remarks

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18 May '88

Date

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Executive Registry

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GEORGETOWN UNIVERSITY

Edmund A. Walsh School of Foreign Service

Office of the Dean

May 11, 1988

The Honorable William Webster
Director of Central Intelligence
Central Intelligence Agency
Washington, D.C. 20505

Dear Judge Webster:

I want to thank you for taking time from what has to be one of the busiest schedules in Washington to join us as our Distinguished Luncheon Speaker this week. Your remarks were timely, candid, informative and well received by all.

I appreciate this support on your part to the maintenance of a continuing and meaningful dialogue between the School of Foreign Service and key members of the foreign affairs community.

With best wishes.

Sincerely,

Peter F. Krogh
Dean

PFK:nc

DCI
EXEC
REG

Washington DC 20057

202-687-5696

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6 May 1988

MEMORANDUM FOR: Director of Central Intelligence

FROM: William M. Baker
Director, Public Affairs OfficeSUBJECT: Arrangements to Address the Georgetown University
School of Foreign Service and Armed Forces Communication
and Electronics Association

1. You are scheduled to address the Diplomacy and International Security distinguished speaker series luncheon on Tuesday, 10 May 12:00 noon to 2:00 p.m., sponsored jointly by the Georgetown University School of Foreign Service and the Armed Forces Communications and Electronics Association (AFCEA). The luncheon will be held in the Riggs Library in the Healy Building on the Georgetown campus. Since the President of Georgetown Father Timothy Healy is unable to attend the luncheon, you are invited to drop by his office after your address to meet with him for a short period of time. I will remain with you throughout the event. Georgetown University contact phone: 687-5655.

2. Arrangements: You are requested to be at Healy Hall where you will be met by the Agency's Officer-in-Residence at Georgetown University [redacted] and our former Director of Training and Education [redacted]. You will be escorted to the Riggs Library and lunch will be served after a few minutes for cocktails at 12:10 p.m. Your address is scheduled to begin at approximately 1:00 p.m. and Dean of the School of Foreign Service Peter Krogh will introduce you. (See opposite for biographies.) The suggested format is 20 minutes of remarks followed by 30 minutes of questions and answers.

You will be seated at the main table with the following:

Dr. Peter Krogh (on your left)
Ms. Maury Devine (on your right)

Mr. Alf Andreassen
VADM Jon L. Boyes, USN (Ret.)

Dr. Ralph Shrader

Dean, School of Foreign Service
Manager, Protective Services
Mobile Oil Corporation
Vice President, C³I Systems AT&T
President, National Science Center
Foundation
Senior Vice President, Booz, Allen
& Hamilton

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Mr. Donald C. Latham

Dr. Ramon Barquin

General Brent Scowcroft, USAF (Ret.)

Vice President and Principal
Deputy Systems Group, Computer
Sciences Corporation
Manager, Public Affairs Program,
IBM
Kissinger Associates

A podium and microphone will be available near your table. DCI Security will tape your remarks for the Agency's historical records. Photographs will be taken at the beginning of the luncheon.

25X1 3. Audience: You can expect an audience of 35 - 40 academicians, graduate students, CEO's from the private sector, and government leaders. BALTIMORE SUN defense correspondent Charles Corddry, WASHINGTON POST reporters Steven Rosenfeld and Jeffrey Smith will represent the media. Former Agency employee [redacted] also will be in the audience. (See opposite for a biography.) Ambassador David Newsom who invited you to address the group is in the Middle East this month. (See list of attendees opposite.)

4. Background: The distinguished luncheon-discussion series is part of a new Program in Diplomacy and International Security being developed by the Georgetown University School of Foreign Service. (See opposite for further information.) The luncheon series is designed to encourage a discussion of key national and international security issues between leaders of the Washington area's private and governmental communities. The cosponsor, AFCEA, is an organization that is well known to the Agency. Both John McMahon and Bob Gates have spoken at AFCEA symposiums. Since its inception in 1946, AFCEA has represented the leaders and innovators who spearheaded the technological advances made in command and control, communications and intelligence systems (C3I).

25X1 Previous speakers at the luncheon lecture series this spring were former Senator John Tower and former head of NATO General Bernard Rogers. Senator Tower spoke on the "Conflict Between the Executive and Legislative in the Post INF World."

[redacted]
William M. Baker

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JUDGE:

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5 May 1988

You will be speaking at a luncheon sponsored by Georgetown University's School of Foreign Service and the Armed Forces Communications and Electronics Association (AFCEA) on 10 May. The audience will consist of about 40 academicians, graduate students, members of AFCEA, and representatives from the State Department, the Defense Department, and Washington think tanks. The topic for your remarks is "CIA, Foreign Policy, and Congress."


In the introduction, you note the government's tendency to rely on acronyms and admit: "I'm still perplexed by some of the acronyms we in government have managed to concoct over the years. NFIB, TTAC, CARG, and AVAD are just some of the terms that would bewilder the uninitiated." You then mention the button story ("My job is so secret that even I don't know what I'm doing.") I have also included a quotation by General Vernon Walters -- which you have used in several previous speeches -- as part of your introduction. It reads: "Americans have always had an ambivalent attitude toward intelligence. When they feel threatened, they want a lot of it, and when they don't, they tend to regard the whole thing as somewhat immoral."

The thesis for your proposed remarks is on page 2: "I'd like to talk today about the role the CIA plays in supporting and implementing foreign policy -- which is not the same as making policy. I also want to discuss the changing nature of congressional oversight, and the importance of building public trust in the Central Intelligence Agency's mission."

You discuss the role of the CIA -- to provide intelligence that is useful, timely, and objective; and then mention CIA's role in implementing foreign policy through covert action. In this section, you mention that, "Although covert actions traditionally claim a very small portion of the Intelligence Community's resources -- only about 3 percent -- these activities are the focus of the greatest congressional and public attention." In previous speeches, you have attributed the 3 percent figure to CIA resources. The percentages of CIA funds and personnel devoted to covert action have been provided by the Comptroller's Office (see footnote 2 in classified annex).

In the next part of the speech, you discuss the relationship between CIA and Congress and note that the Agency provides information to legislators through briefings, written material, and testimony. You refer to the need to be candid with Congress and mention the guidelines that were developed to help those in the Agency provide information without compromising sources and methods.



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You point out the damage that can be done by disclosures of very sensitive information, and cite an example sanitized in the text of the speech. You also mention a recent case, 

You emphasize that our policy with the media, like our policy with Congress, is to be both candid and responsive. You also point out: "We believe it is essential that the American people know and understand the role of intelligence and oversight." In this section, you cite the strong relationship the Agency has established with the academic community and say: "The officer-in-residence program at Georgetown University is a fine example of how the Agency and academia can benefit when such cooperation exists."

In the conclusion, you discuss the people best suited to carry out the Agency's mission -- "people who are risk takers but not risk seekers. People who are dedicated and responsive to our law and discipline. People who understand and play by the rules." You add: "With such people we can continue to provide the intelligence that policymakers need, observing the rules of oversight and accountability that both the Congress and the members of the Intelligence Community have a right to expect."

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Your proposed remarks are attached. 

Bill Baker

Attachments:
As Stated

PROPOSED REMARKS
BY
WILLIAM H. WEBSTER
DIRECTOR OF CENTRAL INTELLIGENCE
BEFORE THE
INSTITUTE FOR THE STUDY OF DIPLOMACY, SCHOOL OF FOREIGN SERVICE
GEORGETOWN UNIVERSITY
AND THE
ARMED FORCES COMMUNICATIONS AND ELECTRONICS ASSOCIATION
MAY 10, 1988

IT'S A PLEASURE TO BE HERE, PARTICULARLY BECAUSE I AM SPEAKING TO A GROUP SO WELL VERSED IN FOREIGN POLICY AND NATIONAL SECURITY ISSUES. ALTHOUGH I HAVE BEEN IN THIS POSITION FOR NEARLY A YEAR, I MUST ADMIT I'M STILL PERPLEXED BY SOME OF THE ACRONYMS WE IN GOVERNMENT HAVE MANAGED TO CONCOCT OVER THE YEARS. NFIB ((N-FIB)), TTAC ((TEE-TACK)), CARG, AND AVAD ((AY-VAD)) ARE JUST SOME OF THE TERMS THAT WOULD BEWILDER THE UNINITIATED.¹ NOT TOO LONG AGO, SOMEBODY GAVE ME A LAPEL BUTTON; I SHOULD HAVE BROUGHT IT ALONG. IT SAYS: "MY JOB IS SO SECRET THAT EVEN I DON'T KNOW WHAT I'M DOING." THOSE OF YOU FAMILIAR WITH THE COMPLEXITIES OF THE INTELLIGENCE BUSINESS CAN WELL UNDERSTAND WHY I MIGHT FEEL THAT WAY ONCE IN A WHILE.

MY GOOD FRIEND, GENERAL VERNON WALTERS, FORMER DEPUTY DIRECTOR OF THE CIA AND NOW AMBASSADOR TO THE UNITED NATIONS, DESCRIBES THE

VIEW MANY AMERICANS HAVE NOT ONLY OF SECRECY, BUT OF INTELLIGENCE IN GENERAL. "AMERICANS," HE OBSERVED, "HAVE ALWAYS HAD AN AMBIVALENT ATTITUDE TOWARD INTELLIGENCE. WHEN THEY FEEL THREATENED, THEY WANT A LOT OF IT, AND WHEN THEY DON'T, THEY TEND TO REGARD THE WHOLE THING AS SOMEWHAT IMMORAL." I THINK GENERAL WALTERS' OBSERVATION IS ON THE MARK.

AMERICANS HAVE CERTAINLY HAD A LOT TO SAY ABOUT INTELLIGENCE OVER THE PAST YEAR. THE IRAN-CONTRA AFFAIR, PAINFUL AS IT MAY HAVE BEEN, HAS SHOWN US THE EXTENT TO WHICH CIA, CONGRESS, AND FOREIGN POLICY ARE -- AND SHOULD BE -- INTERRELATED. I'D LIKE TO TALK TODAY ABOUT THE ROLE THE CIA PLAYS IN SUPPORTING AND IMPLEMENTING FOREIGN POLICY -- WHICH IS NOT THE SAME AS MAKING POLICY. I ALSO WANT TO DISCUSS THE CHANGING NATURE OF CONGRESSIONAL OVERSIGHT, AND THE IMPORTANCE OF BUILDING PUBLIC TRUST IN THE CENTRAL INTELLIGENCE AGENCY'S MISSION. AMERICANS, IN MY VIEW, NEED TO BELIEVE THAT THIS AGENCY AND OTHER GOVERNMENT AGENCIES ARE RESPONSIVE, ACCOUNTABLE, AND NOT ABOVE THE LAW.

THE CIA'S PRIMARY ROLE IS TO PROVIDE SUPPORT TO OUR NATION'S POLICYMAKERS. WE DO THAT BY PROVIDING INTELLIGENCE THAT IS USEFUL, TIMELY, AND OBJECTIVE.

TODAY OUR GOVERNMENT DEPENDS HEAVILY ON USEFUL, ACCURATE INTELLIGENCE. INTELLIGENCE TO FORMULATE AND IMPLEMENT OUR FOREIGN POLICY, INTELLIGENCE TO VERIFY THE ARMS AGREEMENTS THAT WE HAVE SIGNED, AND INTELLIGENCE TO UNDERSTAND BOTH THE MILITARY CAPABILITIES AND INTENTIONS OF OUR ADVERSARIES. INTELLIGENCE IS VERY IMPORTANT TODAY AS WE APPROACH AN INF AGREEMENT, AND WILL PERHAPS BE EVEN MORE IMPORTANT IN VERIFYING A START AGREEMENT. NOT TOO LONG AGO I TESTIFIED BEFORE CONGRESS ON THE INTELLIGENCE COMMUNITY'S ABILITY TO MONITOR THE SOVIET UNION'S COMPLIANCE WITH THE PROVISIONS OF THE INF TREATY -- AN AREA IN WHICH INTELLIGENCE IS VITAL.

INTELLIGENCE MUST ALSO BE TIMELY. LAST SUMMER, I TOOK MY FRIEND BOBBY INMAN'S ADVICE AND VISITED NORAD IN COLORADO SPRINGS, ONE OF

THE PRINCIPAL EARLY WARNING SYSTEMS FOR OUR COUNTRY'S NATIONAL DEFENSE. A DAY THERE CAN'T HELP BUT MAKE ONE AWARE OF THE CRITICAL IMPORTANCE OF EARLY AND ACCURATE INTELLIGENCE FOR OUR NATIONAL DEFENSE. GIVEN THE SPEED AT WHICH NUCLEAR MISSILES ARE ABLE TO TRAVEL, WHEN WE THINK IN TERMS OF SURVIVAL WARNINGS, WE THINK NOT IN TERMS OF DAYS OR WEEKS, BUT MINUTES.

NOT ONLY MUST INTELLIGENCE BE USEFUL AND TIMELY, IT IS IMPORTANT THAT THE INFORMATION THAT IS COLLECTED BE DEVELOPED IN AN OBJECTIVE WAY. THE DIRECTOR OF CENTRAL INTELLIGENCE AND THE PEOPLE WHO ANALYZE INFORMATION MUST BE SEEN AS GIVING THE BEST ESTIMATES, NOT TO "COOK THE BOOKS" OR TO SHAPE OR INFLUENCE POLICY, BUT TO PROVIDE POLICYMAKERS WITH THE KIND OF INFORMATION UPON WHICH THEY CAN MAKE WISE DECISIONS IN THE INTERESTS OF OUR NATIONAL SECURITY.

BECAUSE THE QUALITY AND OBJECTIVITY OF THE INTELLIGENCE WE PROVIDE IS SO IMPORTANT, I HAVE TAKEN A NUMBER OF STEPS TO ENSURE THAT THE INTELLIGENCE COMMUNITY PRESERVES ITS OBJECTIVITY AND

PROTECTS ITS INTEGRITY. - WE HAVE AND WILL CONTINUE TO "TELL IT LIKE IT IS," AVOIDING BIAS AS MUCH AS WE CAN. ON THE OTHER SIDE OF THE COIN, POLICYMAKERS MAY NOT LIKE THE MESSAGE THEY HEAR FROM US, ESPECIALLY IF THEY HAVE A DIFFERENT POINT OF VIEW OR HAVE ALREADY ACTED BEFORE RECEIVING OUR INFORMATION. MY POSITION IS THAT IN THE PREPARATION OF INTELLIGENCE JUDGMENTS, PARTICULARLY IN NATIONAL INTELLIGENCE ESTIMATES, WE WILL PROVIDE THEM FOR THE USE OF POLICYMAKERS. THEY CAN BE USED IN WHOLE OR IN PART. THEY CAN BE IGNORED, TORN UP, OR THROWN AWAY, BUT THEY MAY NOT BE CHANGED.

I THINK THIS KIND OF INSISTENCE ON OBJECTIVITY MAY BE ONE OF THE MOST SIGNIFICANT CONTRIBUTIONS THAT I COULD MAKE IN GALVANIZING A COHESIVE INTELLIGENCE COMMUNITY WITHOUT COMPROMISING THE INTEGRITY OF THE INDIVIDUAL ANALYSTS OR PROGRAM MANAGERS.

IN ADDITION TO PROVIDING INTELLIGENCE THAT IS USEFUL, TIMELY, AND OBJECTIVE, THE CIA PLAYS A ROLE IN IMPLEMENTING FOREIGN POLICY. THIS IS DONE THROUGH ITS COVERT ACTION PROGRAMS. COVERT CAPABILITY,

ESSENTIAL IN OUR FOREIGN POLICY, PROVIDES NEEDED SUPPORT FOR LIBERATION MOVEMENTS, OFTEN PROVIDES SUPPORT TO GOVERNMENTS, AND ALLOWS US TO WORK IN COLLABORATION WITH THOSE GOVERNMENTS WHO DO NOT WISH, FOR LEGITIMATE POLITICAL REASONS OF THEIR OWN, TO HAVE THE U.S. ROLE AND INVOLVEMENT PUBLICLY KNOWN. ALTHOUGH COVERT ACTIONS TRADITIONALLY CLAIM A VERY SMALL PORTION OF THE INTELLIGENCE COMMUNITY'S RESOURCES -- ONLY ABOUT 3 PERCENT -- THESE ACTIVITIES ARE THE FOCUS OF THE GREATEST CONGRESSIONAL AND PUBLIC ATTENTION.²

AND CONGRESS IS VERY INTERESTED IN WHAT THE CIA DOES. NOT LONG AGO, I ADDRESSED A GROUP OF RETIRED INTELLIGENCE OFFICERS, AND THEY RECALLED THE DAYS WHEN NO CLASSIFIED PAPERS WENT FROM THE CIA TO EITHER BRANCH OF CONGRESS AND THE ONLY CLASSIFIED BRIEFINGS TO CONGRESSIONAL COMMITTEES WERE GIVEN BY THE DIRECTOR HIMSELF, OR WITH THE DIRECTOR PRESENT. AT ONE TIME, THE SENATE APPROPRIATIONS COMMITTEE HAD ONE CLEARED STAFFER, THE HOUSE APPROPRIATIONS

SUBCOMMITTEE ONE OR TWO. TODAY, FOUR CONGRESSIONAL COMMITTEES CLOSELY EXAMINE THE AGENCY'S ACTIVITIES, AND THE NUMBER OF INDIVIDUALS WHO SEE CLASSIFIED MATERIAL FAR EXCEEDS THE ONE OR TWO OF THE PAST.

FIFTEEN YEARS AGO, THE CIA GAVE 175 BRIEFINGS TO CONGRESS. LAST YEAR, WE GAVE OVER 1,000 BRIEFINGS ON A VARIETY OF TOPICS. THESE TOPICS INCLUDED ARMS CONTROL, SOVIET WEAPONS, THE PERSIAN GULF SITUATION, THE CONFLICTS IN CENTRAL AMERICA, AND EVEN THE SPREAD OF AIDS IN AFRICA. IN THE LAST YEAR, THE CIA SENT OVER 5,000 INTELLIGENCE REPORTS TO CONGRESS.

IN ADDITION TO BRIEFINGS AND PAPERS, WE ALSO TESTIFY BEFORE CONGRESS. I HAVE SPENT A FAIR AMOUNT OF TIME ON THE HILL, LATELY, MYSELF. IN FACT, I HAVE BEGUN TO REFER TO CAPITOL HILL AS MY "HOME AWAY FROM HOME." MY TOP EXECUTIVES TELL ME THEY SPEND ABOUT 25 PERCENT OF THEIR TIME DEALING WITH CONGRESS, WHILE I ESTIMATE THAT -- ON AN AVERAGE -- 15 PERCENT OF MY TIME IS SPENT TESTIFYING ON THE HILL AND MEETING WITH MEMBERS OF CONGRESS.³

BECAUSE I KNOW OF THE NEED TO BE ABSOLUTELY CANDID WITH CONGRESS, AND THE RESPONSIBILITY THAT INTELLIGENCE PROFESSIONALS HAVE TO PROTECT SOURCES AND METHODS, I HAVE ESTABLISHED GUIDELINES GOVERNING OUR DEALINGS WITH CONGRESS. AND I HAVE MADE IT ABSOLUTELY CLEAR THAT IN DEALING WITH CONGRESS THERE IS NO EXCUSE FOR DECEPTION.

THERE MAY BE SOME QUESTIONS THAT THE AGENCY OFFICIALS WHO BRIEF CONGRESS WILL HAVE TO REFER BACK TO ME. I WILL TAKE THE HEAT OR WORK OUT ARRANGEMENTS WITH CONGRESS. BUT WE WILL NOT GIVE HALF-ANSWERS OR AROUND-THE-CORNER ANSWERS. THAT'S NOT THE WAY I OPERATE. IF THERE IS A PROBLEM, WE WILL SAY THERE IS A PROBLEM, AND WE CANNOT ANSWER THE QUESTION AT THIS TIME. WE MAY ULTIMATELY HAVE TO PROVIDE AN ANSWER, AND IT MAY MEAN NEGOTIATION. BUT WE WILL NOT LEAVE THE CONGRESS FEELING THAT IN SOME WAY ANYONE IN THE CIA HAS BEEN DISINGENUOUS IN DEALING WITH THEM.

I FIRMLY BELIEVE THAT THE OVERSIGHT RESPONSIBILITIES EXERCISED BY CONGRESS ARE BOTH NECESSARY AND BENEFICIAL. THERE MUST BE A DEPENDABLE SYSTEM OF OVERSIGHT AND ACCOUNTABILITY WHICH BUILDS, RATHER THAN ERODES, TRUST BETWEEN THOSE WHO HAVE THE INTELLIGENCE RESPONSIBILITY AND THOSE WHO ARE THE ELECTED REPRESENTATIVES OF THE AMERICAN PEOPLE.

THERE ARE, HOWEVER, INSTANCES WHERE INFORMATION PERTAINING TO NATIONAL SECURITY MUST NOT BE RELEASED OUTSIDE THE CONGRESSIONAL OVERSIGHT COMMITTEES: THIS INCLUDES INFORMATION THAT COULD JEOPARDIZE LIVES, OR INFORMATION THAT THREATENS THE MEANS BY WHICH WE PROTECT OURSELVES. THE DISCLOSURE OF SOPHISTICATED TECHNICAL SYSTEMS OR CRYPTOGRAPHIC INFORMATION ALERTS A HOSTILE NATION TO THE NEED TO DEVELOP COUNTERMEASURES AND CAN SERIOUSLY HAMPER OUR INTELLIGENCE EFFORTS. IN SIGNALS INTELLIGENCE, FOR EXAMPLE, IF ONE SENSITIVE PIECE OF INFORMATION IS PUBLISHED, IT COULD PUT AN ENTIRE INTELLIGENCE COLLECTION SYSTEM OUT OF USE. AN ENORMOUS AMOUNT OF TIME, PLANNING, AND MONEY WOULD BE REQUIRED TO REPLACE IT.

INFORMATION THAT IS PUBLISHED NEED NOT EVEN BE ACCURATE TO DO IRREPARABLE HARM TO OUR INTELLIGENCE CAPABILITIES. LET ME GIVE YOU AN EXAMPLE. NOT TOO LONG AGO THERE WAS A BRIEF FLURRY OF NEWS STORIES PURPORTING TO BE BASED ON CLASSIFIED INTELLIGENCE -- INFORMATION INDICATING THAT THE SOVIETS HAD CARRIED OUT CERTAIN MILITARY EXPERIMENTS. THE STORIES WERE LARGELY INACCURATE. YET COMMENTS ON THE SITUATION -- AGAIN MOSTLY INACCURATE -- WERE ATTRIBUTED TO A NUMBER OF U.S. OFFICIALS. SOME OF THESE OFFICIALS CONFIRMED THE STORY, ONE DENIED IT, AND YET ANOTHER CORRECTED THE INITIAL STORY. THE STATEMENTS BY THESE OFFICIALS SERVED TO HEIGHTEN SPECULATION AND TO SUSTAIN PUBLIC FOCUS ON MATTERS INVOLVING HIGHLY SENSITIVE U.S. INTELLIGENCE COLLECTION TECHNIQUES.

AFTER THESE STORIES WERE PUBLISHED, THE SOVIETS TOOK COUNTERMEASURES WHICH LIMITED OUR ACCESS TO THIS TYPE OF INTELLIGENCE. IN SHORT, EVEN THOUGH THE INFORMATION DISCUSSED BY THESE U.S. OFFICIALS WAS INCORRECT, THE NET RESULT WAS A FURTHER LOSS FOR U.S. INTELLIGENCE.⁴

REGRETTABLY, SOME VIEW THE INTELLIGENCE COMMUNITY'S OBLIGATION TO PROTECT INTELLIGENCE SOURCES AND METHODS AS A THREAT TO A FREE PRESS. BUT I HAVE FOUND THAT MOST MEMBERS OF THE PRESS ARE MORE THAN WILLING TO COOPERATE WHEN WE HAVE CLEARLY STATED THE REASONS WHY CERTAIN INFORMATION WOULD JEOPARDIZE NATIONAL INTERESTS.

LAST FALL, A REPORTER FROM A MAJOR NEWSPAPER REQUESTED A MEETING WITH MY PUBLIC AFFAIRS DIRECTOR AT CIA TO DISCUSS EXTREMELY SENSITIVE INFORMATION THAT HAD COME INTO HIS POSSESSION ABOUT MIDDLE EASTERN TERRORISM. THE CIA OFFICIAL ADVISED THE REPORTER THAT WITHOUT ANY DOUBT HIS INFORMATION, IF PUBLISHED, COULD ENDANGER A VALUABLE SOURCE OF INTELLIGENCE AND COULD RESULT IN LOSS OF LIFE. THE REPORTER AGREED TO WITHHOLD THE STORY, AND TO THIS DAY, HAS NOT PUBLISHED IT.⁵

THERE HAVE BEEN OTHER INSTANCES IN WHICH THE PRESS HAS WITHHELD STORIES OR WRITTEN THEM IN A WAY THAT PRESERVED THE CONFIDENTIALITY OF INTELLIGENCE SOURCES. THIS COOPERATION IS A RESULT OF THE

CREDIBILITY AND GOOD FAITH WE HAVE WORKED TO ESTABLISH WITH THE PRESS.

OUR POLICY WITH THE MEDIA -- LIKE OUR POLICY WITH CONGRESS -- IS TO BE BOTH CANDID AND RESPONSIVE. WE FREQUENTLY SCHEDULE BACKGROUND BRIEFINGS FOR REPORTERS WHO REQUEST INFORMATION ON INTERNATIONAL DEVELOPMENTS. AND IF WE CANNOT ANSWER A SPECIFIC QUESTION FROM THE MEDIA, WE WILL TELL THEM THAT WE CANNOT ANSWER IT AND WILL NOT TRY TO INVENT A RESPONSE.

IN AN INTERVIEW WITH NEWSWEEK, I MADE THE POINT THAT IT IS IMPORTANT TO REALIZE THAT IN THIS ORGANIZATION, WE ARE GOING TO HAVE TO TAKE RISKS, BUT THE RISKS HAVE TO BE ASSOCIATED WITH CERTAIN KINDS OF PRINCIPLES -- PRINCIPLES WITH WHICH THE PUBLIC IS COMFORTABLE. THE RISKS MUST NOT PUT US AFOUL OF THE CONSTITUTION OR OUR LAWS.⁶

A LIFETIME OF EXPERIENCE IN THE LAW HAS CONVINCED ME THAT THE INTEGRITY OF GOVERNMENT ORGANIZATIONS CAN ONLY BE MAINTAINED BY

INSISTING UPON COMPLIANCE WITH LAWS AND RULES -- RULES IMPOSED TO ENSURE OUR CITIZENS THAT WE ARE INDEED ACCOUNTABLE. THE ONLY WAY TO DO THAT IS TO RESPOND AS FULLY AND CANDIDLY AS WE CAN TO THOSE CHARGED WITH OVERSIGHT.

WE ALSO BELIEVE THAT IT IS ESSENTIAL THAT THE AMERICAN PEOPLE KNOW AND UNDERSTAND THE ROLE OF INTELLIGENCE AND OVERSIGHT. IN ADDITION TO MAINTAINING A RELATIONSHIP WITH THE PRESS, CIA OFFICERS OFTEN SPEAK TO ACADEMIC GROUPS AND OTHER ORGANIZATIONS. IT IS IMPORTANT THAT WE CONTINUE THE STRONG RELATIONSHIP WE HAVE ESTABLISHED WITH THE ACADEMIC COMMUNITY. THE OFFICER-IN-RESIDENCE PROGRAM AT GEORGETOWN UNIVERSITY IS A FINE EXAMPLE OF HOW THE AGENCY AND ACADEMIA CAN BENEFIT WHEN SUCH COOPERATION EXISTS.⁷

THE CHALLENGES THAT WE FACE -- TERRORISM, NARCOTICS, TECHNOLOGY TRANSFER, AND VERIFYING ARMS AGREEMENTS -- ALL ARGUE THE NECESSITY OF ATTRACTING TOP PEOPLE INTO INTELLIGENCE. WE ARE FORTUNATE IN THAT LAST YEAR, OVER 100,000 MEN AND WOMEN EXPRESSED INTEREST IN

WORKING FOR THE CENTRAL INTELLIGENCE AGENCY. YOU HAVE NO DOUBT READ ABOUT THE PROTESTS ON SOME COLLEGE CAMPUSES WHEN CIA RECRUITS.

INTERESTINGLY ENOUGH, THESE PROTESTS AND THE PUBLICITY THEY GENERATE OFTEN WORK IN OUR FAVOR. OUR RECRUITMENT CENTERS ARE INUNDATED WITH RESUMES AFTER CAMPUS DEMONSTRATIONS. BUT WE'RE NOT RESPONSIBLE FOR THE CAMPUS DEMONSTRATIONS.

I MENTIONED BEFORE THAT IN AN ORGANIZATION LIKE THIS, THERE IS A NEED TO TAKE RISKS. I HOPE THAT WE CONTINUE TO ATTRACT THOSE BEST SUITED TO CARRY OUT OUR MISSION -- PEOPLE WHO ARE RISK TAKERS BUT NOT RISK SEEKERS. PEOPLE WHO ARE DEDICATED AND RESPONSIVE TO OUR LAW AND DISCIPLINE. PEOPLE WHO UNDERSTAND AND PLAY BY THE RULES. PEOPLE TO WHOM FAME AND FORTUNE IS NOT PARTICULARLY A NECESSARY PART OF THEIR LIFE, BUT WHO CAN FIND IN OUR WORK AN AVENUE TO PURSUE THEIR HIGHEST ASPIRATIONS FOR A SAFER AND A BETTER WORLD.

WITH SUCH PEOPLE WE CAN CONTINUE TO PROVIDE THE INTELLIGENCE THAT POLICYMAKERS NEED, OBSERVING THE RULES OF OVERSIGHT AND

ACCOUNTABILITY THAT BOTH THE CONGRESS AND THE MEMBERS OF THE INTELLIGENCE COMMUNITY HAVE A RIGHT TO EXPECT. THIS IS WHAT YOU WOULD WANT OF US, WHAT ALL AMERICAN PEOPLE WOULD WANT OF US, AND WE ARE DOING OUR VERY BEST TO SUPPLY IT.

THANK YOU.

FOOTNOTES

¹ The acronyms in the speech should be expanded as follows:

- NFIB -National Foreign Intelligence Board
(NFIB is the senior Intelligence Community advisory board to the DCI on the substantive aspects of national intelligence)
- TTAC -Technology Transfer Assessment Center
(TTAC, which is part of the Office of Scientific and Weapons Research in the Directorate of Intelligence, examines technology transfer issues)
- CARG -Covert Action Review Group
(CARG reviews the CIA's covert action programs)
- AVAD -Aerospace Vehicle Analysis Division
(AVAD is in the Office of Scientific and Weapons Research in the Directorate of Intelligence)

² The percentage of the Intelligence Community's resources devoted to covert action was provided by the Agency's Office of the Comptroller. Documentation is included in a classified annex.

³ The amount of time the DCI and his top executives spend dealing with Congress was first mentioned by Judge Webster during his speech to the American Business Conference on 23 March. This has also been mentioned by the Judge in subsequent speeches.

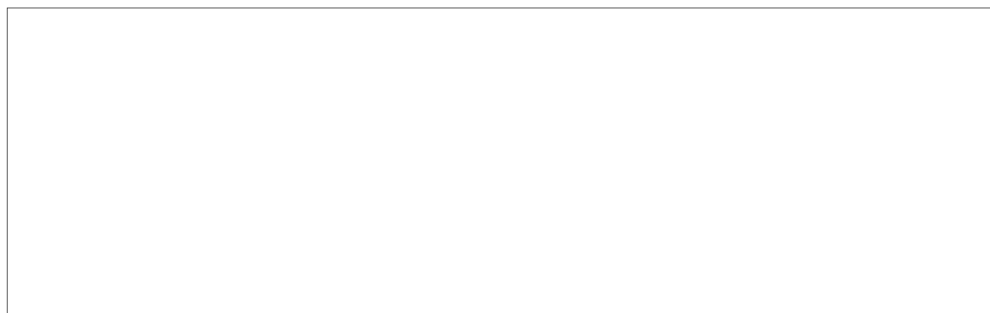
⁴ Information on the news reports which surfaced about Soviet military experiments was included in Judge Webster's speeches to the American Society of Newspaper Editors (ASNE) (11 April) and the White House Fellows (5 May). Documentation is included in a classified annex.

⁵ Background on a reporter's extremely sensitive information about Middle Eastern terrorism was provided in the classified footnotes to the ASNE and White House Fellows speeches. Documentation is included in a classified annex.

⁶ The Judge's comments on the need to take risks -- albeit risks that are associated with principles -- was drawn from an interview he had with NEWSWEEK reporters on 29 September 1987. The relevant passage is attached.

⁷ The Agency's Officer-in-Residence Program, started in 1985, gives Agency senior-level officers an opportunity to disengage from their normal duties by fully participating in the academic life, including research and teaching. The program is also designed to strengthen the Agency's ties with academia and respond to concerns students may have about the Agency and the intelligence profession. Currently, there are six Officers-in-Residence at the following universities:

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Speaking Invitation - Georgetown University School of Foreign
Service and Armed Forces Communications & Electronics Assoc.

STATION:

William M. Baker
Director, Public Affairs

EXTENSION

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NO.

PAO 88-0054

DATE

17 Feb 88

TO: (Officer designation, room number, and
building)

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INITIALSCOMMENTS (Number each comment to show from whom
to whom. Draw a line across column after each comment.)

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P309-15

17 February 1988

JUDGE:

RE: Speaking Invitation
 Georgetown University School of Foreign Service and
 Armed Forces Communications and Electronics Association
 Georgetown University campus
 Luncheon
 May 9, 10, 11

You have agreed to address a Georgetown University luncheon sponsored by the School of Foreign Service and the Armed Forces Communications and Electronics Association (AFCEA) sometime this spring. (See memo opposite.) You are presently scheduled to speak at the Bar Association of St. Louis Law Day banquet on Friday, April 29th, and have plans to attend the ALI meeting in Chicago May 17-20. However, there are three dates open on your calendar, May 9th, 10th, and 11th. Any of these dates are agreeable with Georgetown. We have tentatively chosen Tuesday, May 10th from 12:00 noon - 2:00 p.m. Please indicate your preference below and I will have a member of my staff make arrangements with the group.

STAT



Bill Baker

Agree, Tuesday, 10 May: ☒

STAT

Alternatively,
 Wednesday, 11 May: ☐

Monday, 9 May: ☐

STAT
STAT

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ROUTING AND RECORD SHEET

SUBJECT: (Optional)

Speaking Invitation - Georgetown University School of Foreign Service
and Armed Forces Communications and Electronics Association

FROM:

William M. Baker
Director, Public Affairs

EXTENSION

27676

NO.

PAO 87-0140

DATE

3 Nov 87

TO: (Officer designation, room number, and building)

DATE

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COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

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6 NOV 1987

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ER *Revised Mission*

10 NOV 1987

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RL - Jeaning Invitation

Georgetown University School of Foreign Service and
Armed Forces Communications and Electronics Association
Georgetown University campus
January - April 1988

3 November 1987

Former Undersecretary of State for Political Affairs Ambassador David D. Newsom, the Marshall B. Coyne Research Professor of Diplomacy at Georgetown University, has invited you to participate in a new distinguished speaker series in diplomacy and international security. The program is sponsored by the University and the Armed Forces Communications and Electronics Association (AFCEA). Proposed dates are mid to late January or sometime in February through April. If you choose the January date, you would be their kick-off speaker. The suggested format is 20 - 30 minutes of remarks followed by 30 minutes of questions and answers. The topic of your address would be of your choice. Your remarks and following discussion would be recorded and the transcript made available to the participants unless you preferred to keep it off-the-record. You could expect an audience of 40 academicians, graduate students, members of AFCEA and representatives from State Department, Defense Department and Washington think tanks.

The luncheon series is designed to encourage a discussion of key national and international security issues between leaders of the Washington area's private and governmental communities who share an interest in security issues. Other speakers who will be invited for different dates are Admiral Bobby Inman, Paul Nitze, and Strobe Talbott.

AFCEA is an organization well known to the Agency. Both John McMahon and Bob Gates have spoken at AFCEA symposiums. Since its inception in 1946, AFCEA has represented the leaders and innovators who spearheaded the technological advances made in command and control, communications and intelligence systems.

Since this group appears to be a good mix of experts in foreign policy issues and academicians, I believe that this would be a good group for you to address. Unless you wish to be the kick-off speaker, I recommend that you choose a date in the spring due to your plans to be away the end of January. If you agree, attached is a letter for your signature.

BTIT Baker

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Central Intelligence Agency



Washington, D.C. 20505

16 December 1987

The Honorable David D. Newsom
Marshall B. Coyne Research Professor
of Diplomacy and Director
Georgetown University
Washington, D.C. 20057

Dear Ambassador *David* Newsom:

Thank you for the kind invitation to participate in your new distinguished speaker series in diplomacy and international security sponsored by Georgetown University School of Foreign Service and the Armed Forces Communications and Electronics Association sometime in the first quarter of next year. I will be delighted to accept the honor. Although I am committed for the month of January, I would be happy to speak with your group in the spring. A member of my Public Affairs staff will be in touch with you to confirm a date and make arrangements. I look forward to meeting with you.

Warmest regards.

Sincerely yours,

Bill

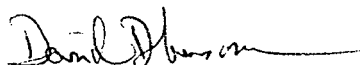
William H. Webster
Director of Central Intelligence

The Honorable William H. Webster
October 8, 1987
Page Two

All of us at Georgetown hope that you will be able to accept our invitation. Personally, I remember our very fine association during the period I was Undersecretary of State for Political Affairs and I hope to see you here on the campus.

With warm personal regards.

Sincerely yours,

A handwritten signature in dark ink, appearing to read "David D. Newsom", with a long horizontal flourish extending to the right.

David D. Newsom

DDN:cd

cc: Director of Public Affairs
Central Intelligence Agency
Washington, D.C. 20505



GEORGETOWN UNIVERSITY

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October 8, 1987

The Honorable William H. Webster
Director of Central Intelligence
Central Intelligence Agency
Washington, D.C. 20505

Dear Judge Webster:

As part of a new Program in Diplomacy and International Security being developed at the Georgetown University School of Foreign Service, we are initiating a luncheon-discussion series under the joint sponsorship of the University and the Armed Forces Communications and Electronics Association. I am writing to extend an invitation for you to participate in the series as a distinguished speaker.

The luncheon series is designed to encourage a discussion of key national and international security issues between leaders such as yourself and about forty members of the Washington area's private and governmental communities who share an interest in security issues. It is clear that numerous issues relating to the Intelligence Community are of current interest, and we believe your considered views would contribute enormously to a better understanding of matters such as the role of the Intelligence Community in our free society, the oversight functions appropriate to intelligence activities, and the need to re-build a relationship of trust with the Congress.

We are particularly interested in determining if you would be available to participate in the Program at some date in November of this year or, alternatively, in the Spring of 1988. We envisage that the luncheon would start at 12:15, that you would speak for 20-30 minutes, beginning at 1:00, and that we would open the session to give-and-take discussion until 2:00 p.m. The location would be one of the formal meeting halls on the Georgetown campus. We would plan to record the talk and the ensuing discussion and make a transcript available to the participants. If you preferred that your remarks be off-the-record, we would, of course, honor that desire.

Washington DC 20057

202-625-3784/6647